



Five Areas of Any Organization That Are Transformation Ready

Reed Deshler

A client-focused firm specializing in...

Work Breakdown

Strategy and Marketplace Differentiation

Diagnosis and Assessment

Organization Design

Change Leadership

Leadership Alignment

Capability
Building
20%

*Building
professionals'
ability to impact
change*

*Enabling our clients to
differentiate in the market and
achieve desired results*

Projects
80%

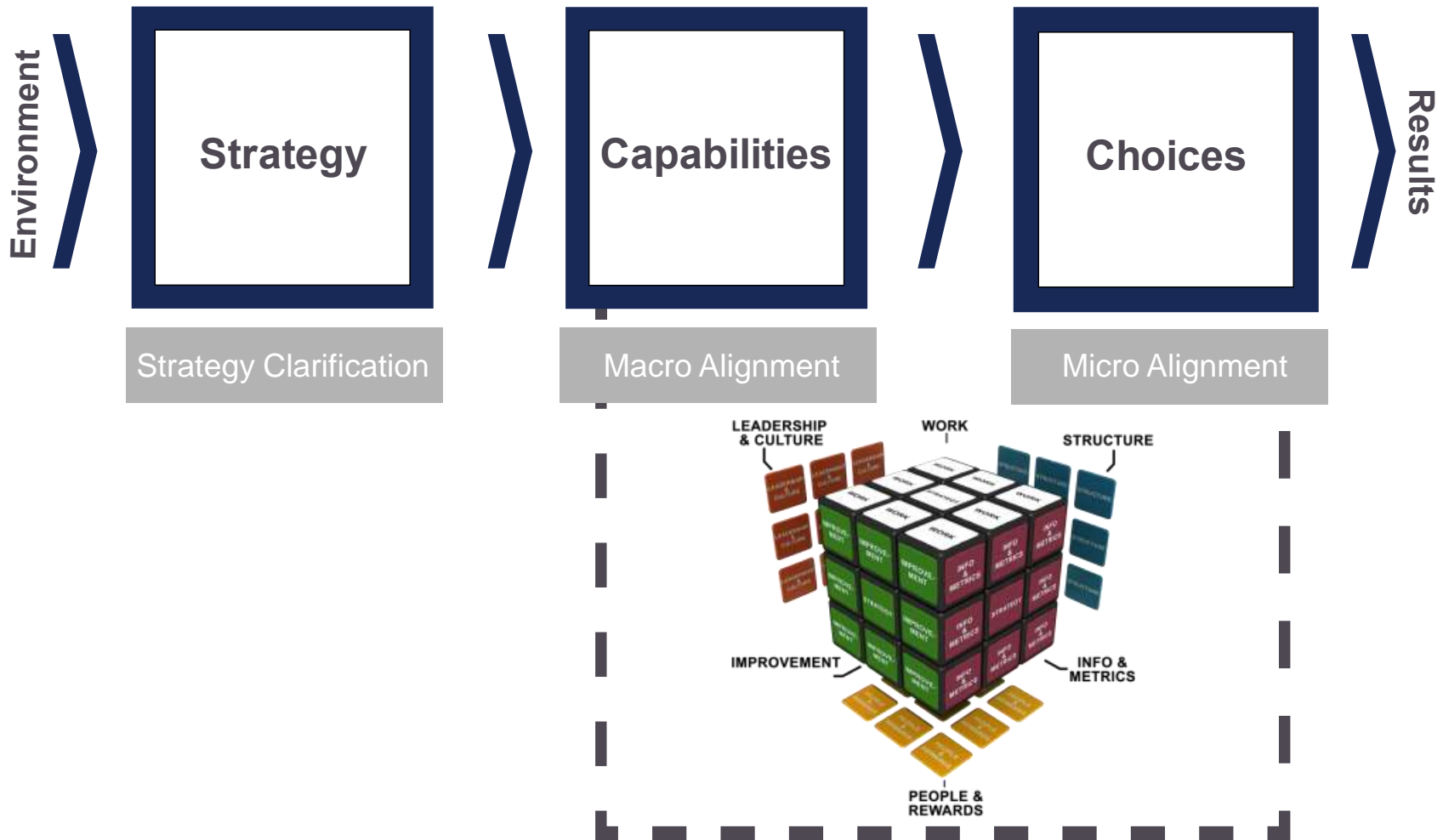
To drive differentiation through alignment

*Nearly all project work is happening virtually
during the COVID-19 situation*

- What are the most **likely areas for organization transformation** in most companies and industries?
- How can leaders **design their organizations for strategic fit** and agility?
- How an **agile organization design** process can lead to faster change than traditional approaches?
- What are the **steps to getting started** with an organization redesign in one of the critical areas ready for transformation?



The Organization "Cube" Model



Key Design Questions Are Business Questions



**Why will we be
chosen over our
competitors?**

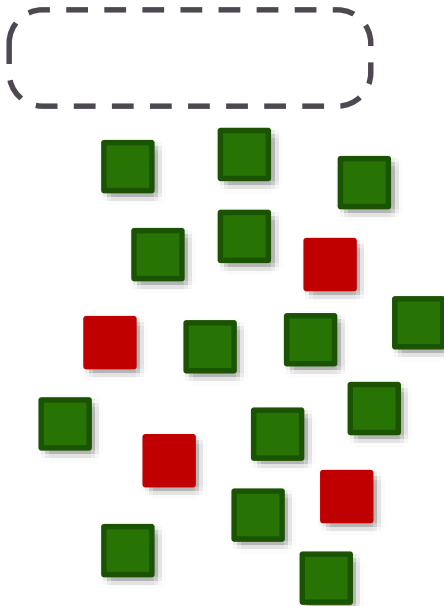
**What work
(capabilities) drives
differentiation (the
reason we are chosen)?**

**How do we
organize to best
leverage those
capabilities?**

Opportunity #1 – Sales is about Selling



1. Design your sales organization and resources to simplify the buying experience for customers
2. Isolate distinctive selling work/activities
3. Design roles/structures, metrics, talent, and other organizing choices around the distinctive selling work/activities



Case Study

Current State

- 90% refill/replacement orders
- 10% new customer orders
- Limited growth



Future State

- Most refill/replacement orders shifted to inside sales
- >80% new customer orders
- Significant growth

Opportunity #2 – Getting the Balance Right in HR

Case Study



Building HR Processes/Programs
(Centers of Excellence)



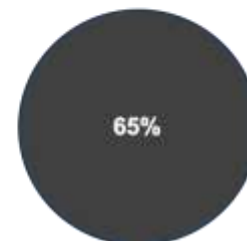
**Providing Strategic Advisory/
Consulting Support**
(Business Partnering)



Executing HR Processes/Transactions
(Shared Service Delivery)



Executing HR Processes/Transactions
(Field HR Generalist)



1. Be clear on the "true" stakeholder requirements (don't design in a vacuum or for functional goodness)
2. HR (like other functions) are adopting more complex delivery models; don't inadvertently enable overlap and duplication
3. Design delivery models, structures/linkages, roles, processes/systems and other organizing choices to enable coordinated delivery

1. Even in traditional B2B organizations, the importance and influence of consumers/users/patients is significant (reshape your Brand Promise)
2. Align Marketing processes to learn about, build relationships with, and engage consumers/users/patients in personal, intuitive and secure ways
3. Design processes, capabilities, systems and other organizing choices to enable building the moments of trust needed to influence buying behaviors

Acme Medical Devices



- Best clinical outcomes
- Most features
- Regulator approved
- Best science



"You need X device because it's the best."



~~*"If you say so, Doc."*~~

"Doctor, what are my options?"



Acme Medical Devices



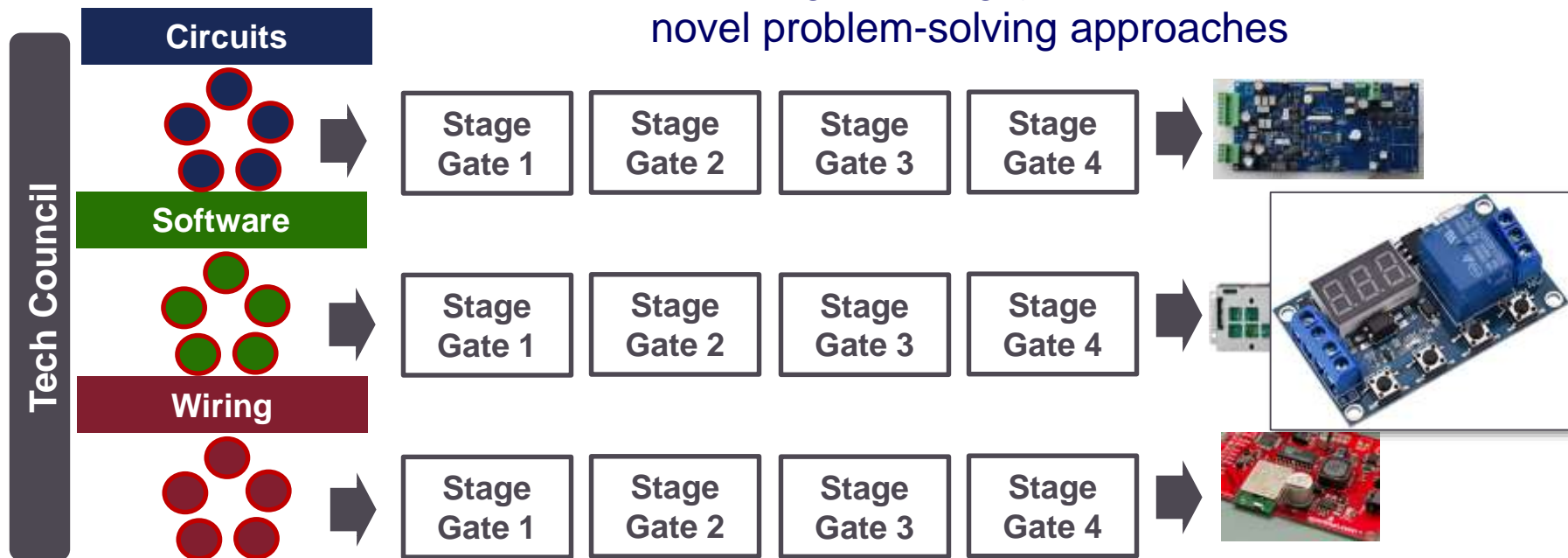
- ☐ How easy is it to use?
- ☐ Does it look nice/modern?
- ☐ Will I feel self-conscious using it?
- ☐ Do people I know use it?
- ☐ What will it cost me?



Opportunity #4 – Enhancing R&D Across Boundaries



1. Traditional R&D can take too long so organizations need to find ways to accelerate
2. Look for innovations across organizational boundaries, technical domains, and product categories
3. Design cross-organizational linkages to encourage sharing, joint development, and novel problem-solving approaches



Opportunity #5 – Localizing Regional Approaches



1. Regional organization designs are unique by nature
2. Examine market nuances, specific work activities, and language/jurisdictional characteristics to find the optimal go-to-market approach
3. Evaluate the benefits/risks of different options; ensure the investments required to win are justified (the more unique work is, the more costly it usually is)



What can be shared across regions/countries?
vs.
What needs to be unique and close to the market?

Stickiness & Value are Designed Into Apple®, Not Just Their Products



Side A: Work Processes

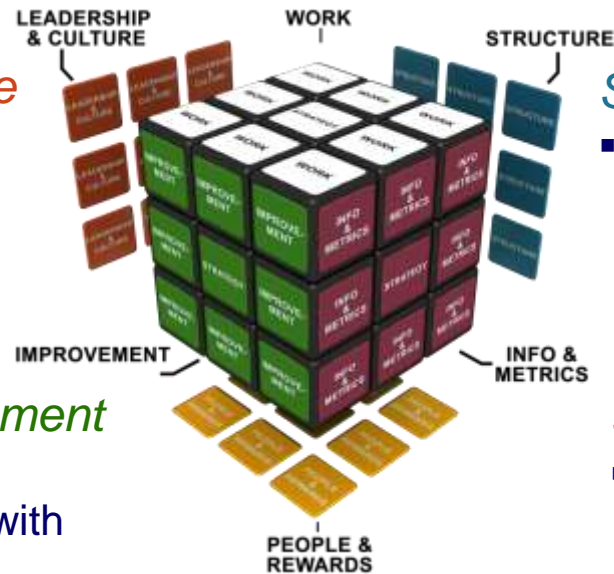
- Distinctive store design
- Concurrent engineering across divisions
- Memorable product unwrap experience

Side F: Leadership & Culture

- Ruthless about trade-offs
- Design thinking permeates company

Side E: Continuous Improvement

- Largest app marketplace (rigorous approval process with customer feedback)



Side B: Structure & Governance

- Extensive weekly meetings without formal presentations

Side C: Information & Metrics

- No divisional P&L targets

Side D: People & Rewards

- Collaborative hiring focused on acquiring A players
- Apple U for transmitting company knowledge



Product Owner

Vision + Features

Sponsor

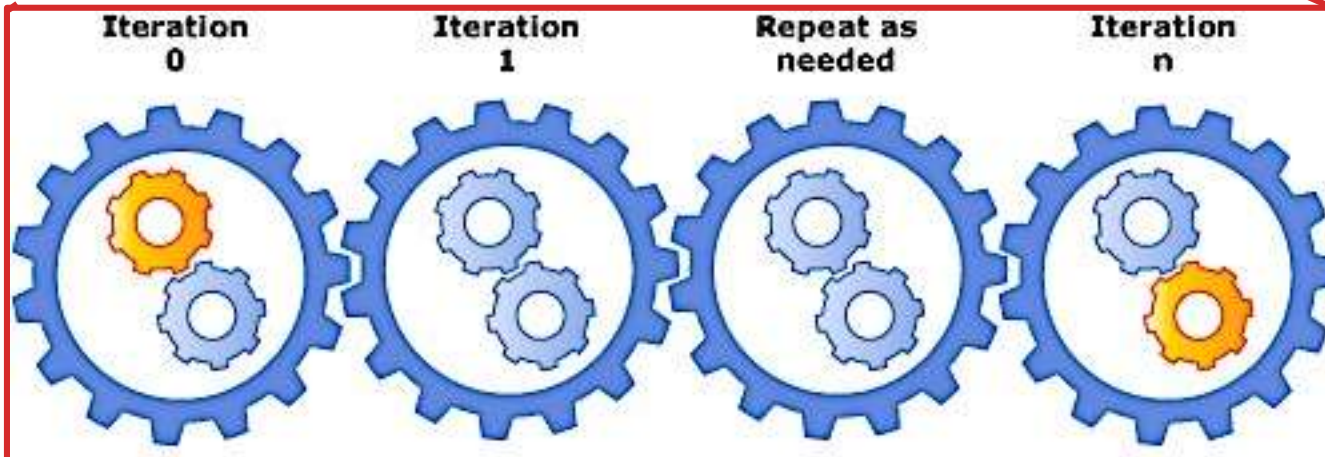
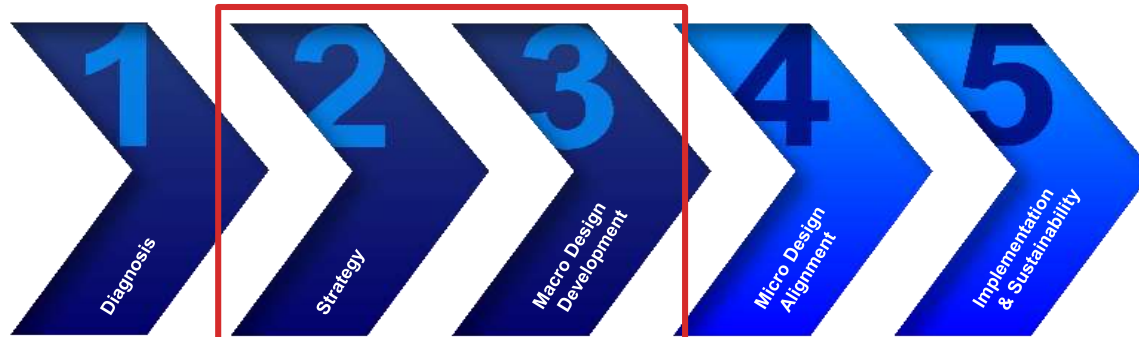
Strategy + Design Criteria



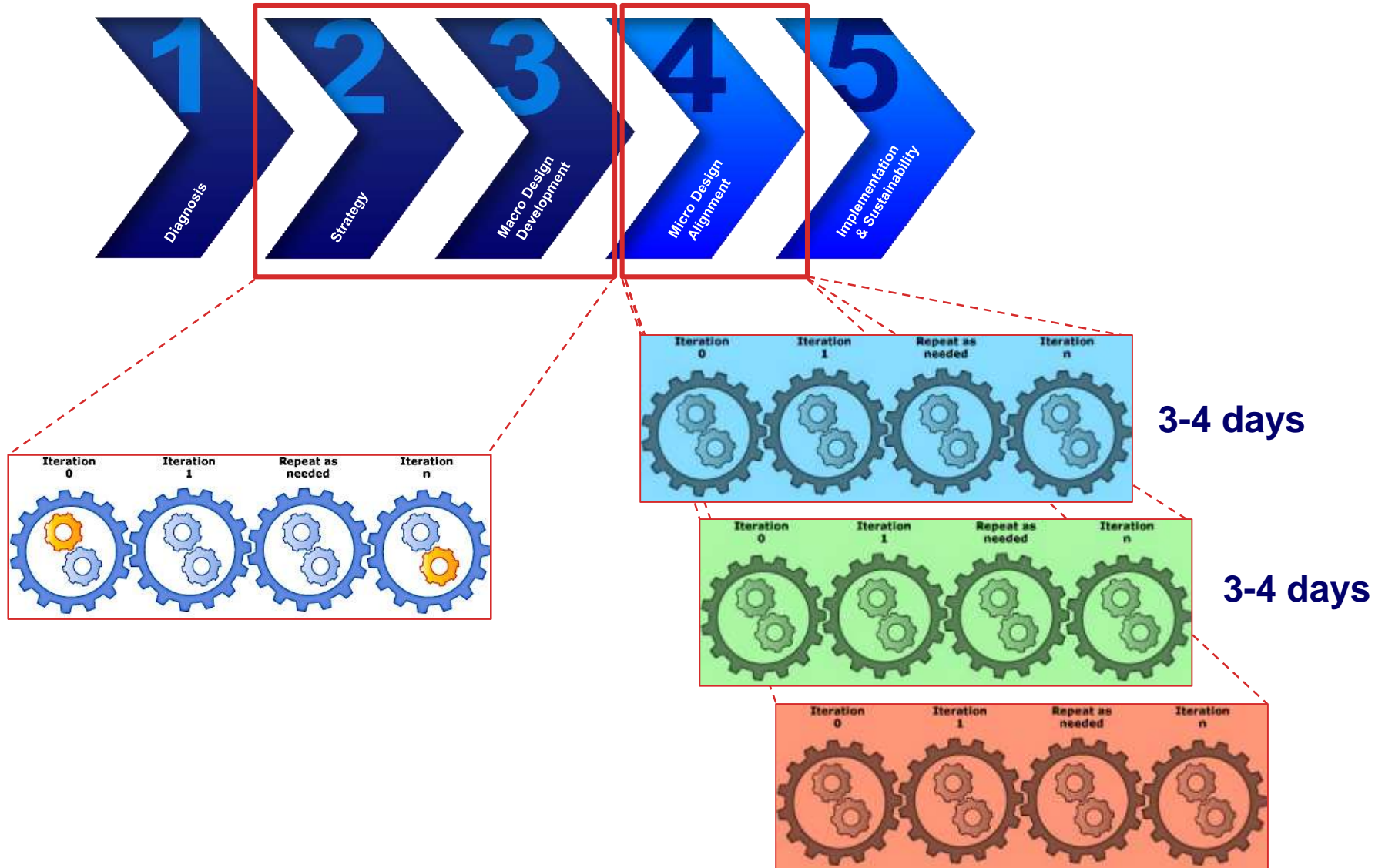
Sprint



Design Session



3-5 days



Five Steps to Kicking Off a Successful Organization Redesign



1. What areas of your organization are ready for organization transformation?
2. How can you engage the right stakeholders to support the needed organization transformation?
3. What can you bring to the table that will help organization design efforts deliver meaningful strategic business results?



Stay tuned for a great executive guide

Complex Decision Making for Leaders

A GUIDE FOR THE C-SUITE EXECUTIVE



Align
SOLUTIONS

- ✓ How have you done so far in making real-time decisions re: COVID-19?
- ✓ Are you ready for the next round of difficult choices?
- ✓ Are your decision-making routines getting better, faster?

Look for a link to this practical Guide following today's webinar



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Reed is an organization catalyst. He works with executive teams and human resources teams to define winning strategies, align organization and business models for success and mobilize employees and stakeholders in the desired direction. A change leader, organization design expert and principal of the management consultancy AlignOrg Solutions, Reed brings multi-dimensional business models to life for Fortune 500 companies, middle-market businesses and non-profits so they can align strategy with operational reality.

Reed is coauthor of *Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization that Works*, a guidebook that Clayton M. Christensen, professor at the Harvard Business School calls, “a great step-by-step manual on defining and changing the design of your company.”

Reed has guided numerous Fortune 500 companies — including Tyco, 3M, Abbott Laboratories, Hertz, Cummins, Medtronic, and Danaher — through change successfully. When companies are looking to propel growth through organizational transformation they call on Reed and his team.

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